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LVHN

QUARTERLY

Winter 2016



TIPS TO DELIVER EXCEPTIONAL SERVICE TO PATIENTS

You likely interact many times with a patient during a hospital stay, outpatient test or appointment. Yet did you know it takes just one negative encounter to negatively affect that patient's entire experience? That's why delivering exceptional service all day, every day is so important.

Organizations with a reputation for providing exceptional service know the customer – or in our case, the patient – always comes first. They use “service” as a strategy, creating a culture in which exceptional service is deliberate, standardized and hardwired. That strategy is embraced by every employee, because it's the sum of all interactions that creates a complete experience.

How can you ensure you are giving our patients an exceptional experience at all times? Here are tips to help:

Tips for all colleagues when in patient care and public areas:

- ▶ Role model “patient-first behaviors.” For example, always let patients enter an elevator or doorway first. Do not park in patient parking areas.
- ▶ Hold one another accountable for patient-first behaviors.
- ▶ Proactively look for patients and families who need help and provide assistance, like patient transporter Justin Branch (above, right) does when he sees someone who needs directions, like Jerry Carlo (above, left).

- ▶ Don't wait for someone else to answer patients' and families' questions or address their concerns.
- ▶ Advocate for patients. Speak with your supervisor if you see a process in which we are not putting patients first.
- ▶ Smile, say “hello” and remember that the little things make the biggest difference.

Tips for supervisors:

- ▶ Connect the importance of service and the patient experience to our health network goals (see page 4). When colleagues understand how they contribute to a larger strategy, their work becomes more rewarding.
- ▶ Using your department's Press Ganey data to guide you, engage your team members to develop service standards they can agree upon and commit to. Include the standards in the team's performance goals.
- ▶ Monitor your team's service metrics and post the results on your department's visibility wall.
- ▶ Round with a purpose. Look for service behaviors. Reward and recognize colleagues who get it right. Coach colleagues who have opportunities for improvement.

Remember these service mantras:

- ▶ Exceptional service doesn't just happen. It must be deliberately operationalized.
- ▶ Our challenges should never be the concern of our patients and visitors.

- ▶ People will forgive you for a lack of efficiency but will never forgive you for a lack of courtesy.

– Rick Martuscelli

your TO-DO LIST

1. Take the Colleague Engagement Survey. See page 7 for details.

3. Complete the third quarter bundle by March 31. Click the TLC icon on your SSO toolbar.

4. Register for the LVHN Via Marathon. Call 610-402-CARE to register and get a 15-percent discount.

5. Submit your 2015 FSA claims by March 31, 2016. Search #FSA on LVHN Daily for more details.

MAGNET RECOGNITION PROGRAM® SITE VISIT



On February 17, our nurses gathered to hear exciting news from Anne Panik, RN, our senior vice president of patient care services and chief nursing officer. The news: LVH—Cedar Crest, LVH—17th Street, LVH—Muhlenberg, LVHN—Tilghman and our Home Health and Hospice services have been officially re-designated Magnet®.

This is the fourth time our Lehigh Valley-based hospitals and colleagues earned Magnet recognition; the first was achieved in 2002. Just over 400 health organizations are

currently recognized by the Magnet program, and only 30 have earned this title four times. Magnet is the most prestigious distinction a health care organization can receive for nursing excellence and quality patient outcomes.

Earning re-designation is an ongoing effort that requires consistent improvement, including attaining higher levels of expertise in patient care. For example, in the last three years, the number of our nurses certified in a specialty has risen by more than 20 percent.

-Jenn Fisher

MSK CANCER ALLIANCE UPDATE



There are three major benefits to LVHN's membership in the Memorial Sloan Kettering (MSK) Cancer Alliance:

1. Our patients will potentially have access to more than 800 clinical trials at MSK, as well as the latest discoveries in cancer research, many of which won't be available at other community hospitals for years.
2. Our physicians can consult on their most complex cancer cases with MSK experts for the development of a treatment plan.
3. LVHN and MSK will share educational and clinical resources to align our oncology programs and clinical metrics.

LVHN is opening five MSK trials, with plans to open 50 this year. Trials will be opened based on the needs of our patients. Some MSK trials are for rare conditions, and there may be just one case in the Lehigh Valley per year. When

such circumstances arise, we can select from a menu of trials. MSK currently has more active clinical trials availability than anyone else. Our alliance will facilitate quick access to more leading-edge trials for our patients and, when possible, help them stay close to home for treatment and support from our clinical trials nurses (above).

To refer a patient to an oncology clinical trial, call 610-402-CARE.

- Rick Martuscelli

In Case You Missed It

LVHNDAILY

Get details on these stories by searching the corresponding hashtag (#).

► New Choice Plus benefits for 2016 (#2016benefits)

► LVHN, Pocono Health System sign agreement to merge (#PHSmerger)

► Air Products Center for Connected Care and Innovation introduced (#ConnectedCare)

► Changes to 402-TEST improve access and service (#402Test)

► Dick Fleming (1924-2015) leaves a legacy of service and philanthropy (#Fleming)

ADJUSTING TO CHANGES IN HEALTH CARE



Brian Nester, DO, MBA, FACP
President and chief executive officer

Q As health care changes, what challenges are we facing?

We face the same challenges as other health care systems nationwide, including:

- ▶ **Declining inpatient use** – Acute admissions continue to trend down.
- ▶ **Government shortfalls** – The difference between the actual cost of providing care and the payments received from government payers like Medicare and Medicaid continues to increase. This difference, called a “shortfall,” totaled \$267 million for LVHN last fiscal year.
- ▶ **Aging population** – The number of people ages 65-plus with Medicare is growing, creating increased shortfalls.
- ▶ **Case mix** – There is an overall decline in inpatient acute surgical admissions. Today, many surgeries are more commonly performed in outpatient settings.
- ▶ **Payer mix** – The percentage of revenue coming from commercial insurance (which provides higher reimbursement for care) is declining, while the percentage coming from government insurance (which contributes to our shortfall) is increasing.
- ▶ **Price sensitivity** – More consumers are choosing low-premium, high-deductible health plans to reduce their health care costs. Unfortunately,

such plans can inadvertently incentivize people to put off essential care to avoid paying out-of-pocket health care expenses.

Q How has this affected LVHN financially?

We did not meet our financial goals in the first half of fiscal year 2016 (FY16). As a result, all departments reduced their FY16 budgets. We also had to make tough decisions about our workforce that affected colleagues in some focused areas of our health network. It's never easy to make these decisions because every colleague is important to us. However, these decisions were necessary to ensure LVHN can further our mission to heal, comfort and care for the people of our community.

Q How are we responding to these challenges?

We are transforming our organization from “fee-for-service” (where we get paid for each patient encounter) to “fee-for-value” (where we are responsible for keeping our population healthy and out of the hospital). It's why LVHN's Strategic Plan now includes a vision statement: To become the region's population health leader. To make that happen, we're using population health management tools such as Epic, Optum and Community Care Teams. They help us identify high-risk patients so we can proactively provide the care they need to stay healthy and prevent costly

hospitalizations, ER visits and tests. Beginning in 2019, we'll earn financial rewards for doing this, and we're proactively preparing for that reality. In addition, we will:

- ▶ **Continue meaningful growth.** Through mergers and acquisitions, we'll take responsibility for the well-being of more patients, whom we'll manage with our population health tools. We'll also care for more people with commercial insurance.
- ▶ **Invest in outpatient facilities** to give patients the convenience and service they expect and deserve.
- ▶ **Continue investing in inpatient excellence.** LVHN is recognized for excellence in hospital-based care. Our community will always need it, and we will always provide it at a superior level.

Making these adjustments will strengthen every part of LVHN and further our mission.

- Rick Martuscelli

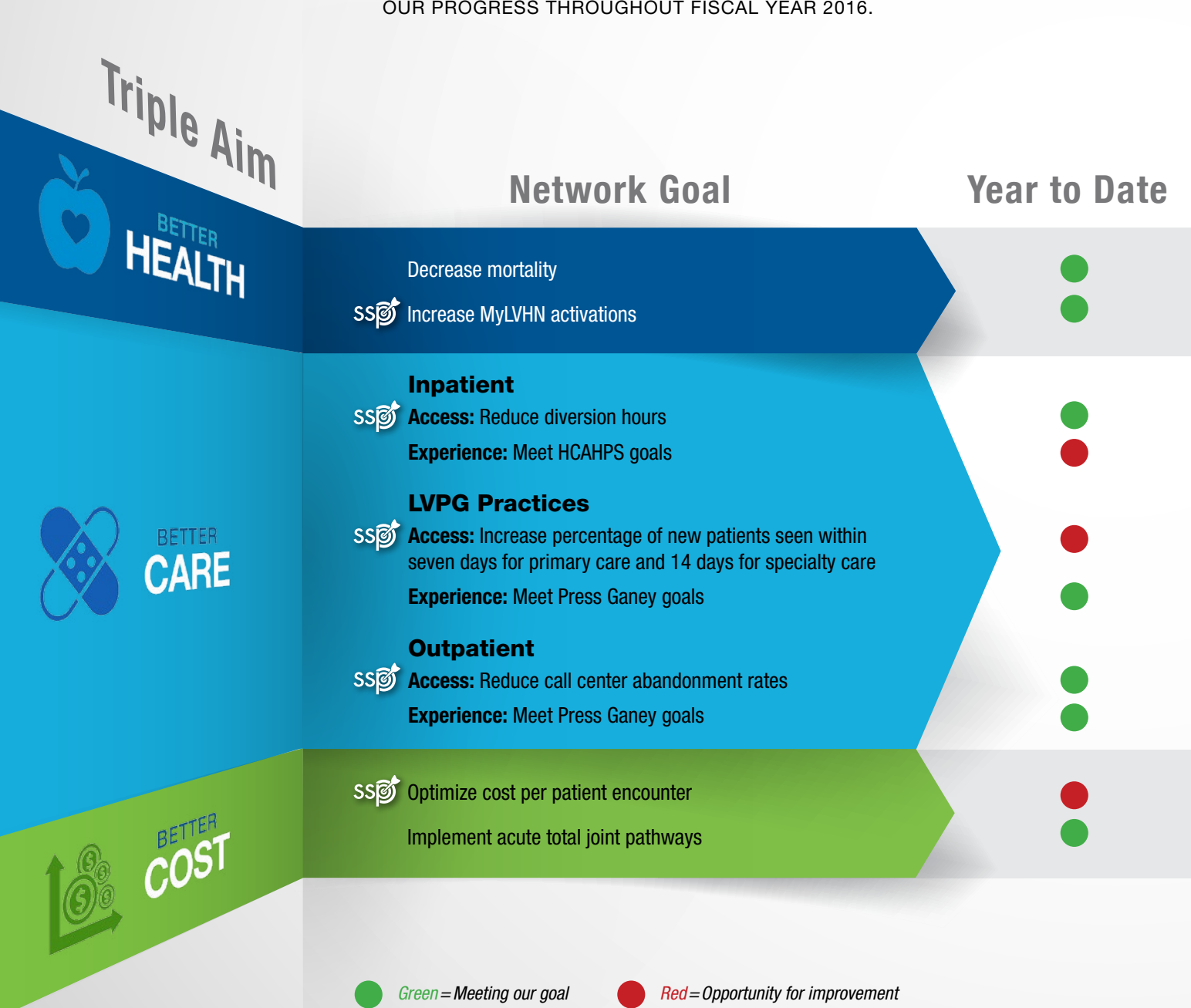
read more Q&As

LVHNDAILY

Search #Q&A for information on many topics.

ARE WE **REACHING** OUR GOALS?

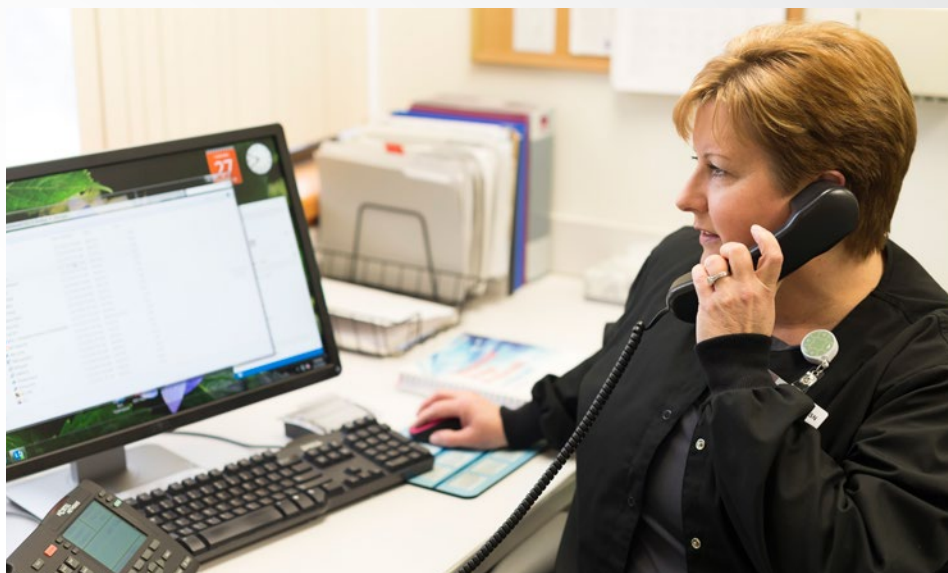
AS WE STRIVE TO ACHIEVE OUR GOALS RELATED TO THE TRIPLE AIM
(BETTER HEALTH, BETTER CARE AND BETTER COST), WE'LL USE THIS CHART TO TRACK
OUR PROGRESS THROUGHOUT FISCAL YEAR 2016.



● Green = Meeting our goal ● Red = Opportunity for improvement

SSP Goal must be achieved at the end of fiscal year 2016 to earn a Shared Success Plan (SSP) bonus in October.

MAKING QUANTUM LEAPS IN LVPG



Have you ever heard someone say they couldn't get an LVPG practice appointment when they needed one? If you're like most colleagues, you answered yes.

We have an obligation to give people convenient access to LVPG practices, and an opportunity to increase the number of people for whom we care. That's why, since June, colleagues have been working on making quantum leaps in creating convenient access to LVPG practices.

Here's what we're striving to achieve, tactics we're using to reach our goals, and accomplishments thus far.

Access goals

Our LVPG access goal (see page 4) is to increase the percentage of new patients seen within seven days at a primary care practice and within 14 days at a specialty practice. If we take a quantum leap, we'll achieve our goal of having 133,000 more patient visits in our outpatient practices by June 30 directly resulting from improved access.

12 ways LVPG practices are enhancing access

1. Adjusting schedule templates to ensure access and patient convenience are met every time
2. Having caregivers work in teams to address patient clinical requests and, when needed, match them to the right provider, at the right

time, in the right practice

3. Standardizing phone systems to ensure callers speak to someone immediately for appointments and when they have questions about their care
4. Ensuring advanced practice clinicians are leveraged at their full potential
5. Using a rapid referral process that accommodates patients who need to be seen quickly
6. Expanding office hours to offer earlier, later and weekend appointments
7. Giving patients the option to be seen at another practice if it's more convenient for them
8. Encouraging people to use ExpressCARE for common illnesses and minor injuries
9. Using MyLVHN to gather patient information prior to appointments, making office visits more efficient
10. Optimizing Epic to create more efficiency, resulting in more time for patient care
11. Allowing practices and 402-CARE to schedule directly into other practices' schedules, and patients to schedule well visits through MyLVHN
12. Assessing, recruiting and partnering with providers to ensure we have enough caregivers to meet our community's needs

Access success

Using these tactics, we've increased the percentage of new patients seen at a primary care practice within seven days from 21 percent in June to 46 percent in November. We have more work to do in all practices including our specialty practices. There, we've increased the percentage of new patients seen within 14 days by 5 percent and have initiatives in place to significantly accelerate our pace. These efforts resulted in 40,000 extra patient visits through December, as well as dramatically higher patient experience scores for access over the last five months.

Success story

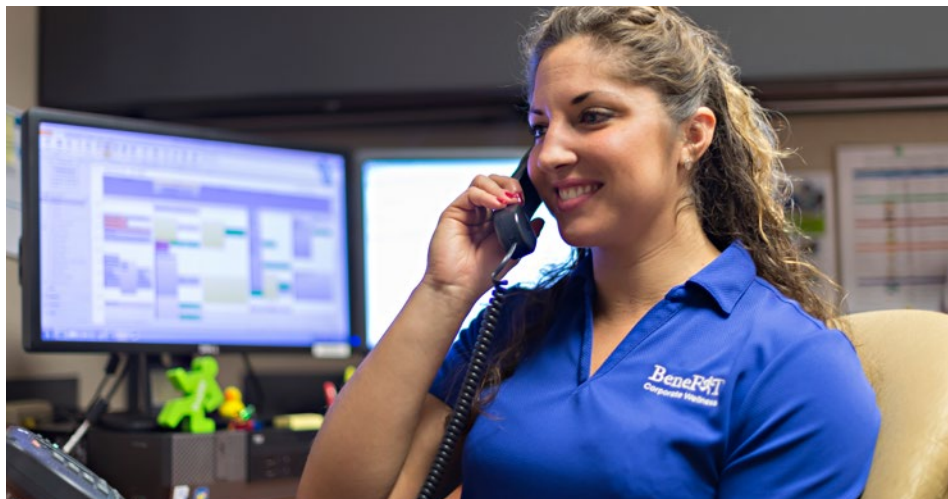
Shortly after Epic implementation, as much as 49 percent of callers to LVPG Internal Medicine—Muhlenberg hung up because they were on hold too long. Here's how the practice made a quantum leap in service.

- Resources were dedicated to ensure we meet the volume and needs of our callers.
- The phone system was standardized to ensure certain calls are always answered live and to offer callers options for leaving messages for non-urgent requests such as prescription refills and appointment cancellations.
- Patients are encouraged to take advantage of the benefits of MyLVHN.
- Triage nurse Doris Davie, RN (above), answers questions about care in real time and works with teams within the practice to address patient needs.

As of Dec. 31, the rate of abandoned calls is 13 percent and falling. New patient visits have increased by 9 percent, and visits to the practice overall have increased by 8 percent.

- Rick Martuscelli and Ted Williams

NEW AND ENHANCED HEALTH AND WELLNESS SERVICES



Every day, you take great care of our community and support your colleagues. In order to give your best to others, you also deserve support. LVHN wants all colleagues to achieve their best life at home and work through better health and well-being.

In March, all Choice Plus-enrolled dependents age 18 and older, and all LVHN colleagues (whether enrolled in Choice Plus or not) can

access enhanced health and wellness services provided by Populytics. You may have heard about what LVHN is doing to become the population health leader in our community. Supporting the health and well-being of you and your family is an important part of this aim.

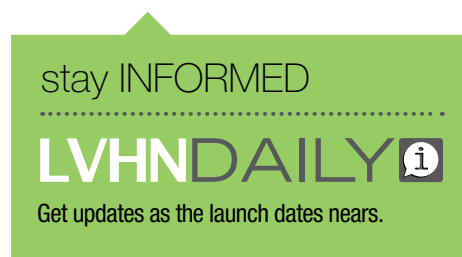
You will be able to work independently toward your goals or engage with your own certified health and wellness coach with 24/7 access to

online resources. These free, confidential services include:

- ▶ An enhanced health and wellness assessment to jump-start your journey
- ▶ Confidential coaching via phone with a certified health and wellness coach such as Kacie Heilman Miller (shown)
- ▶ Self-directed action plans for back pain, financial wellness, stress management and more
- ▶ An interactive health library with easy-to-follow videos and tools
- ▶ Personalized reports you can share with your health care providers

In March, plan to take advantage of these free and confidential services. To get started, click the MyPopulytics icon on the SSO toolbar and log in. If you need help logging in, please contact Populytics at 1-800-925-8459 or service@populytics.com.

-Sheila Caballero



LVHN Quarterly is a magazine for LVHN colleagues.

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INDULGE IN HEALTHY FOODS THE MINDFUL WAY

When it's time to eat, Sodexo's Mindful selections offer you tasty and healthy options.

Each day, LVHN's cafés feature a soup, entrée, side dish or all of the above meeting Mindful criteria:

- ▶ Meals and entrées fill the plate with fewer than 600 calories.
- ▶ Soups have significantly less sodium – 700 milligrams or less per 8-ounce serving.
- ▶ Dessert under 200 calories? Oh yes, plus 3 grams (or more) of fiber per serving.

Not only does the Mindful menu help colleagues like Sherry Buchman (shown) find healthy food choices at work, you can remain Mindful at home by using features found on mindful.sodexo.com. This website includes Mindful recipes (breakfast, lunch, dinner and more) plus fitness and nutrition articles. You can also update your MyFitnessPal or Fitbit® accounts with Mindful food choices.



Cool fact: Mindful by Sodexo was the 2014 winner of the Food Management Best Concept award.

True or false: Sodexo's Mindful foods taste so good they don't feel like a sacrifice.

True. Mindful choices are satisfying and delicious while meeting specific nutrition guidelines, such as reduced calorie, fat, cholesterol and sodium levels.

-Jenn Fisher

SAVING WHILE SKIING

Ski season is in full swing, and LVHN's Recreation Committee has several discount opportunities available for colleagues at local ski areas and national resorts.

Bear Creek Mountain Resort, Macungie – Get six lift session passes for \$132. Passes must be purchased online. Discounted rental options also are available.

- ▶ Visit <https://websales.skibearcreek.com/e-commerce/grplogin2.aspx>
- ▶ Enter club name: **WS94**
- ▶ Enter password: **16LVH**

Blue Mountain Adventures, Palmerton – Get 20 percent off regular ticket pricing when you show your LVHN identification badge at the Summit Ticket Office. Tickets expire eight hours from the time of your first lift ride. Reservations are recommended. Call 610-826-7700.

	Monday-Friday (non-holiday)	Weekend	Holiday
Regular Price	\$55	\$70	\$40
Discounted Price	\$45	\$59	\$29

Jack Frost and Big Boulder, Kidder Township (White Haven) – Check out these discounted rates.

	Monday-Friday (non-holiday)	Weekend	Holiday
Adult (age 19+)	\$35	\$41	\$46
Youth (age 5-18)	\$31	\$33	\$38
Night (age 5+)	\$25	\$25	\$25

To purchase tickets online:

- ▶ Visit jfb.com/clubs
- ▶ Enter member password: **LVHN**
- ▶ Enter user name: **lehighval**

Get lift pass discounts for ski areas across the United States, including popular Colorado and Vermont resorts. Visit ticketsatwork.com and use company code **“LVHN.”**

Visit the Recreation Committee intranet site for more details on these discounts, as well as other discounts available to LVHN colleagues.

- ▶ Visit **LVH.com**
- ▶ Click **“Recreation Committee”** in the left column under **“Colleague Resources”**

- Ted Williams

COMING THIS SPRING: COLLEAGUE ENGAGEMENT SURVEY

Periodically, it's important for us to take the pulse of our health network. That's why we will conduct a Colleague Engagement Survey in the spring.

For efficiency, the survey will include questions from other surveys conducted on occasion at LVHN. All colleagues will be asked questions about colleague engagement. Based on your role,

you also may be asked questions about patient safety and Magnet® designation. More details about the survey will be announced on LVHN Daily in the coming weeks.

- Rick Martuscelli

NEED HELP WITH EDUCATION? CALL DOE

If you're thinking about going back to school, or if a student asks for your help in securing a rotation or internship at LVHN, here is the first thing you should do: Contact LVHN's department of education (DOE). Here's why:

- ▶ If you're required to do a clinical rotation or internship as part of your education and you want to complete it at our health network, LVHN must have a formal affiliation with your school. It can take up to three months for LVHN to secure an affiliation with a new school.
- ▶ DOE can help students take the proper steps to ensure their education needs are met.

Contact medical education director Margaret Hadinger at Margaret_A.Hadinger@lvhn.org or call 610-402-2277. For more information, visit LVHN.org/education.

Other DOE news

- ▶ Robert Barraco, MD, was named chief academic officer.
- ▶ The Star Teacher Award – which recognizes LVHN teachers who go above and beyond for students – will debut at this year's Star Celebration gala.

- Ted Williams


LVHN College Fair
May 18, 11 a.m.-6 p.m.
LVH-Cedar Crest ECC rooms 6, 7 and 8

It's free and open to colleagues looking for clinical or nonclinical college opportunities. More than 20 schools are expected to attend.

Marketing and Public Affairs

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A PASSION FOR BETTER MEDICINE



EXTREME FRIENDSHIP

Work the night shift. Raise three young children. Attend school. Ask LVH—Cedar Crest float pool nurse Susan Buesing, RN (above, center), how she juggles all these responsibilities, and her answer is simple. “Exercise,” she says. “It boosts my energy and helps me stay healthy.”

Treadmills and sit-ups may work for some people, but Buesing prefers more extreme fitness activities. Her pursuits include boxing, kickboxing, triathlons and grueling competitions such as Tough Mudders and GORUCKS, an over-night, military-based fitness challenge. “Staying

motivated to train was sometimes challenging, especially when I felt exhausted from my hectic lifestyle,” she says. That’s no longer a problem, thanks to her “fitness buddies”—night shift colleagues Andrea Ricciardi, RN (5C, left), and Devin Nelson, RN (emergency department, right). Buesing met Ricciardi when she filled in on 5C one evening. Ricciardi earned a bachelor’s degree while working and raising two children, so the pair had much in common. Not long after Ricciardi introduced Buesing to her workout routine, they met Nelson, a newlywed who attends school on her off days. The three quickly bonded and now work out together five to seven days a week. “Knowing I’ll see them and get an awesome workout motivates me to get out of bed,” Nelson says.

Paired activities are a common part of their training. In addition to cardio boxing (no actual fighting), participants may take turns flipping a giant tire or crawling along the floor while pushing an exercise ball, as dance music thumps in the background. “We’re constantly laughing and having fun,” Ricciardi says. “If you dread your workout, you’ll never stick with it.”

The trio’s camaraderie extends beyond their workouts. They swap healthy recipes and, schedules permitting, meet for meals at work. They also see each other outside the hospital for family get-togethers. “It’s hard to find like-minded people that completely understand where you’re coming from,” Buesing says. “That’s what makes our friendship so special.”

- Gerard Migliore